

to Labor Disputes - Results Have Been Satisfactory-Personalities of the Men and Their Equipment for the Work-Instances of the Satisfactory Results Obtained From Friendly and Disinterested Mediation.

MINITERIORINA

intelligent body of men, the train operators engaged in interstate traffic. The work of these two men has been remarkable in several particulars. In the first place, it has been uniformly successful. That is a great thing to say, es. pecially regarding something that was looked upon in the light of a questionable experiment when it was first suggested. In the second place, their work has shown that when approached in a friendly spirit, but without bias prejudice or partisanship, both capital and labor are disposed to display fairness, patience, tolerance

to the personality of the mediators, how world. much to the good sense and fairness of the men and their employers, may not accurately be determined, but that much has depended on the mediators themselves is beyond dispute. It must be regarded as fortunate that both the chairman of the interstate commerce commission and the commissioner of labor are especially qualified, both by education and temperament, to act in the capacity of mediators, as they are required to do by the terms

of the Erdman act.

Reared on a farm until his seventeenth year, Martin Augustus Knapp of Syracuse. N. Y., chairman of the interstate commerce commission, learned by experithe man who labors with his hands. Having educated himself, won college degrees of A.M. and LL. D., gained admission to the bar of his native state and become possessed through his industry and thrift f a competence, he has an appreciation for the feelings of the capitalistic class and an understanding of the legal rights of both labor and capital. Withal he has a keen sympathy for the workingman and a sense of justice which would prevent him from countenancing an injustice to any individual, whether rich or poor, Mr. Knapp, while still a young lawyer, was made corporation counsel for the city of Syracuse. He held that office for six years. In 1891 he was appointed a member of the interstate commerce commission by President Harrison, was reappointed in 1897 by President cleveland

As United States commissioner of labor who were acquainted with his fine character and sterling qualifications before he

and again reappointed by President

## Dr. Neill's Equipment.

head of the department of economics, mediation of the government has been ever. All the railroads in the west connission, and was valuable in that connec- and business profits. the commission, of which Judge Gray ernment was invited to step in. many matters affecting differences and involved. The strike occurred on the It was a most serious situation, and,

disputes between employers and the em-

which would have caused immense sufferbeen narrowly averted in this country.

the railroads declared that they could in the second dispute that came before not afford to continue the old scale of the mediators.

bring on strikes. The public never knew how critical the

in a position to know, and it was able, ly ugly mood. reason of the Erdman act, to offer tried experiment, was accepted by the were quietly, but actively, preparing to It will be remembered that the impending strikes did not occur and govern-

ment mediation scored a triumph The Erdman act became a law in 1898. Its provisions remained practically a dead letter until December, 1906. Since then ter wages, more favorable working hours clous, but not exactly in the way its author and Congress anticipated.

Provisions of the Act. The Erdman act applies only to rail-

roads which are engaged in interstate Charles P. Neill has made an excellent commerce, and their employes who are record, although it was nothing more engaged in train operation. It provides a most of the people living on the lines was induced to take up one of the most as an alternative, whenever a dispute ocdelicate and trying combinations of du- curs which threatens to interrupt interles in the government service. His train- state traffic, either side to the dispute ng has been along lines which well fitted may make an appeal to the chairman him for his post, and his personal tem- of the interstate commerce commission perament has been valuable in enabling and the commissioner of labor, when then to the provisions of the Erdman act. But him to consider questions coming before must seek the other party to the dispute first the railroads, by request of the men. him in an official way without partisan- and try to get consent to mediation by united in naming committees. The various the government officers who thereby be- organizations of trainmen also named come a board of mediation. If mediation committees, and the questions in dispute should fail, it becomes the duty of the were taken up systematically. Dr. Neill is a social scientist of eminent government board to urge that the dispute be referred to arbitration, as provid-

Catholic University of America, in the successful the country was threatened city of Washington. He was assistant re- with interruption of traffic which would taking votes on the course to follow. The order of the anthracite coal strike com- have caused incalculable loss in wages The first case is deserving of mention the operators as reasonable concessions.

statistical matters entering into the chiefly because it was the first. At that, question. Dr. Neill was also recorder of it was serious enough when the govcoal strike, and he has been prominent in the firemen of the Southern Pacific were period.

and a regard for the rights each of the strength and real ability than in his work there was imminent likelihood that the government mediators. Commissioners pily this case was also settled with satas a mediator for the government to pre- trouble would spread to other divisions Knapp and Neill responded immediate- isfaction to all concerned and without admitted to be experts in railway mat- exist between the parties, and which they How much of this success has been due vent labor disturbances in the railway of the Southern Pacific and to other ly. They met the hostile interests in Chi- strikes resulting. roads. When things got to looking de- cago, and after one week's very strenuous Few persons are aware that during the cidedly nasty the railroad company work with them they submitted to both diation been brought into play since De- clal procedure to meet the issues arising settlement brought about. It has this adpast year several great railroad strikes, sought the help of the government, sides a form of agreement which was ac- cember, 1906. In every case it has resulting, and loss of business and money, have merce commission and Labor Commis- that agreement are not known. No one was happily averted. Twice strikes had the sioner Charles P. Neill, as bound to do by has told what the railroads conceded, nor been actually declared. When the industrial depression came law, tendered their services as media- what the men agreed to waive. But the It is regarded as somewhat peculiar that of the public in the settlement of disputes is contrary to anybody's sense of justice, the railroad companies very generally tors. The men conferred with the me- labor organizations did express their when the bill was passed it was thought without the loss and inconvenience inci- and there is no sting of defeat. Each

> was reached. Every mile of railroad in the United be much trouble, for the employes were States and Canada west of the Illinois manner their gratification that the matdetermined to resist any reductions, and Central and the great lakes was involved ter had been so well disposed of.

situation was. But the government was wholly ignored. They were in a decided-On the other hand, the railroads were irfriendly and disinterested mediation, ritated by negotiations which had already which, while being in the nature of an un- extended over a long period, and they

ing railroad labor fights the country had The difficulty began away back in 1907, when the trainmen made demands for bet-

ing conditions. The railroads were disinclined to grant the demands, and, while negotiations were held, the failure of of hostility which threatened disaster not only to the parties to the controversy. but to great industrial industries, and to failure.

## Appeal to Erdman Act.

Finally, as a last and perhaps as an The negotiations failed. Two months

cerned in the controversy saw the men result was a decision to strike unless the ailroads made what were considered by That meant that about 100,000 men, engaged in operating trains all over the great west, stood ready to go out at a In this case but one road was involved

to let the mediators know in an official caclous but seldom. The mediation fea- be unimpaired. After this came three cases of media-Refore the matter got to the mediation the Missouri Pacific. They were settled

Very naturally the result was a dead- stage feeling on both sides had grown with satisfaction to all concerned, and ence something about the standpoint of lock and there was a determination to tense. The men were convinced that then came another blg controversy, sec- has heard but little regarding the workwere engaged.

> railroads. Notices had been served by practically every railroad east of the Illinois Central wage scale would be put in operation. rather than submit to a cut in wages. Then application was made by the South- handled. ern railway for mediation. The request progress the trainmen on the other railissue applied for mediation in their own attempted mediation. either side to make any material conces- behalf. On their part the railroads agreed

armistice, for the road said it would con- and eight general officers of the train- that there is a settlement. tinue the existing wage scale for three men's organizations. Of railroad officials "My limited experience leads me to be- ing seems to have largely disappeared, months. Then, when the three months there were ten, representing the biggest lieve that something of this kind is liable with the result that relations of employed almost hopeless resort, appeal was made had passed, the mediators gained the con- roads-vice presidents, general managers to happen. Strikes do not come out of a and employe after the settlement are more sent of the road to a further extension and other men whose names are known clear sky. The employes are too rea- friendly, more self-respectful, more conof the status quo for another three everywhere. months.

> Application of Common Sense. lowed the example of the Southern. Thus made to reach an agreement, but the con- to express here my admiration not only nights, when, at last, the adjustment was by the application of common sense meth- tending interests seemed only to grow for the astuteness, the keen intelligence, reached, the parties came together and ods a series of disastrous strikes was

There is another case where mediation it had yet admitted if it could do so with also to pay tribute to their sense of faircame at the request of both trainmen honor, and railroads. This was when the Chicago., Rock Island and Pacific found itself unable to agree with its telegraphers

was chairman, which settled the great. It was almost two years ago, and word, tying up traffic for an indeterminate directly, but it is evident, and the fact been the outcome of the dispute the con- Then, as per agreement, first one side and is unwilling to make a further conces- lock with considerable satisfaction."

division between El Paso and New Or- everything else having been tried, the ditions resulting would be duplicated on

part of it thus far and the government representatives are greatly encouraged ing and preserving industrial peace.

As far as the public is concerned, it

Take the situation in Chicago when judicial precedent.

fact that mediation was considered an troversy without some notice and some "I was quite impressed on one occasion expedient of more than doubtful utility, contention. . . . And, if I may be per- after a bitter contest which continued All of the other railroads concerned fol- Every possible effort, it seemed, had been mitted to digress for a moment. I desire through three days and practically three further apart. Yet the stake was worth the quick comprehension of every point there was almost a veritable love feast in trying for, and each side was secretly in dispute of the officials who have repre- the room, which was very gratifying to willing to concede something more than sented the railway labor organizations, but me-

## A Typical Case.

regarding the proper interpretation of the The mediators lost no time, but met at and conciliatory, as that which has ordi- important between the public service cor-10 o'clock in the morning on the first day, narily been manifested by the railway porations and their thousands and hunand the petitioners for the mediation apwas well understood, that whatever had peared and stated their several cases, ure to agree. The employer hesitates or ord, I think, is one to which we may

with in the same careful manner.

A CHANGE CONTRACTOR OF THE CON

been much the same. And it is believed stance. by many leaders of labor and capital that at last a way has been found in which industrial disputes can be settled without going on strike. But, of course, much will

## Chairman Knapp's Views.

This was the case of the southeastern designated in any certain case to act as in this mediatory capacity, that their and that the business of the country go ment, after almost every one had forgotten all about it, that the difficulty had ment ought to be made or what settle- diate connection that so far as I can oband south of the Chesapeake and Ohio been settled amicably and to the satis- ment they thought ought to be made, but serve, the results of the controversies conduct what promised to be one of the that at the end of a specified time, gen- faction of the contending parties. The to find out what settlemen could be made; with which I have been connected have longest, most stubbern and farthest reach- erally thirty days being named, a reduced details, from the very nature of the cir- because I am rather inclined to say there been the restoration of even more friendly cumstances, cannot be given publicity, is no right or wrong about wages or hours feelings than existed previous to the ac-The men retorted that they would strike but an inkling, at least, may be permitted of service. What is the largest compen- tual disturbance; that is to say, sensof the manner in which the cases are sation for the laborer is not a question to ble men-and men on both sides are senit has been almost continuously effica- and general improvement in their work- was granted, and while mediation was in there was danger that all the western every man is entitled to what he can get, secure what they think they are entitled roads would be tied up-the second case just as every employer has the right to to, of course, leads to more or less unroads where similar questions were at in which the government commissioners secure the service he requires as cheap- friendliness or bitterness of spirit, un-When the commissioners from Washing- tion of what some one may think is the est in the work in which they are ensions gradually brought about the feeling to suspend the attempt to enforce a new ton stepped from their train and has- right or wrong of the controversy. So- gaged, and that naturally and necessar Av wage scale until the attempt at media- tened to meet the contending interests ciety does not care about that. We, as characterizes disagreements of the kind tion had resulted in either success or they found something very like an armed members of society, are indifferent as to in question. It has happened, so far as camp waiting, under truce, their appear- whether the settlement effected is a just have had experience with the matter, that The case of the Southern was taken up ance. Forty-three powerful railroads by one or not. What we insist upon is that when a settlement has been effected after than was confidently expected by those method for voluntary a bitration between of railroad and dependent on them in a first. Negotiations consumed nearly a their high officials were pitted against 180 it shall be settled, and settled at once, bethe railroads and their trainmen, but most vital way for everything, even for month's time. Then a settlement was trainmen, representing the employes of cause of the commanding interest, which aid as the mediators were able to afford agreed on. It amounted practically to an each of the roads-four for each road we have in that settlement, in the fact by such advice as they felt justified in

There was no attempt to disguise the interests, to precipitate an arbitrary con- fore the controversy arose. ness and reasonableness. They have met germ of a valuable idea which may be deissues of this character, so far as they veloped to very useful results. It is cerhave come to my knowledge, in a spirit tainly an experiment, so to speak, along Preliminaries were quickly settled upon. quite as reasonable, quite as considerate the line of composing the relations so all managers. But this happens:

then the other met with the mediators in sion, which secretly he would be willing executive session. The matter was to make to bring about a settlement, for thrashed out carefully on every point fear that it will be accepted as a sign of raised. Sometimes after a free discussion yielding and made the basis of further declaims advanced were abandoned. When mands, while the employe hesitates or is one side had been heard, the other was unwilling to make any further concessions admitted and the ground was gone over for fear that they will be regarded by his adversary as a sign of yielding, and Listening patiently, sometimes arguing thus lead to a failure to get what he honaway a fallacious claim, preserving aleestly thinks he is entitled to and what he ways open and unbiased minds tuned only would really be willing to accept. So I to the equities of the case, the mediators say the law contemplates, as we think sat daily till midnight or after, and were and as we have tried to administer it, on hand again early the following morn- that the duty of the mediator is not to ing. Bit by bit they whittled down the form a judgment of how the controversy points of difference, yet always preserved ought to be settled, but to find out now absolute secrecy, never letting one side it can be settled, to discover, so to speak, know what the other had said or agreed the weak point on each side, to see where the needful concession is likely to bring Finally at 4 o'clock one morning a basis about a settlement, so that at the proper had been built up which time and after the negotiations have conwas accepted by the trainmen's repre-sentatives on the one side and the officials themselves may suggest terms of settleof the railroads on the other as fair and ment which they have, by previous intijust and one which both could agree to mation, been advised both sides would be willing to accept, and happily that result In other cases the proceedings have has been reached in practically every in-

### Aids Voluntary Settlements.

"The essential merit of this plan is that arbitration and without the necessity of it brings about, or aids in bringing about, always depend on the personality of the a voluntary settlement. No record-ho mediators, and at present both repre- minutes of the meeting are kept. The insentatives of the government appear to terviews are most informal, first with one possess and to deserve the absolute con- side and then with the other, the mediafidence and respect of both the employers and the employed. What the mediators tors expecting that they will be received themselves think about their work must with frankness and told truthfully and of necessity be instructive and interesting, sincerely the situation from the point of On a recent occasion-October 7-Chair- view of the party with whom they are ployed; but in nothing has he shown more leans. Both sides seemed stubborn, and railroads asked for the good offices of the every other railroad in the west. Hap- man Knapp made a speech before a con- then in conference, and so, in that way, ters, and in it he talked of mediation. He themselves, perhaps, would be unable to Sixteen times in all has government me- referred to the fallure of ordinary judi- allay, are by this method relieved and a between workingmen and their employers. vantage, this fundamental advantage, that Chairman Knapp of the interstate com- cepted. To this day the exact terms of ed satisfactorily. Each time a big strike the reasons why the mediation feature of it is a voluntary settlement; neither party Erdman act had not sooner been has been defeated, there is no judgment called into service and the deep interest against anybody, there is no award which threatened to reduce the wages of their diators through their representatives and great satisfaction that the necessity for that its arbitration feature would be its dent to strikes. He remarked that men party can say, can say truthfully, that employes and there was immediate pro- a satisfactory settlement of the dispute striking was removed, and several of the most important one. Mediation was pro- could work or not work, as they saw fit, while there was failure to get all they railroads through their officials took pains vided for, but it was expected to be effi- and that the freedom of contracts must thought they ought to have, nevertheless, they, upon consideration of the whole matter, believed that the settlement effected was in the best interests of all con-"What this plan of mediation permits is cerned. More than that, it brings about tion, one on the Rio Grande and two on over their efforts to be of help in promot- that official assistance, if I may so de- the resumption of friendly relations and scribe it, which will enable the parties the taking up at once of the work in which both parties are mutually engaged. themselves to compose their differences That is the thing in which society is intheir most cherished rights were being ond in importance only to that in which ing of the law. About all that could be and reach an amicable understanding, be- terested. That is the thing which the infringed on or that they were being the western roads and their employes said was the announcement that Com- cause, bear in mind, this has been the community demands-not how it shall be missioners Knapp and Neill had been guiding thought of those who have acted settled, but that it shall be terminated on uninterruptedly.

> be determined by appeal to the statute or sible men-do not precipitate ar evances Broadly speaking, without some reason, and the failure to ly as he can. Therefore, it is not a ques- kindness, went of loyalty, went of intersonable, have too much regard for public siderate of each other, than they were be-

"The negotiations go on. There is faiil- so far has justified its trial, and the rec-

# BET I BELIEVE IN GHOSTS!" SAYS THE GRIZZLED RAILROAD

zled engineer, as he seated himself on a pile of ties at the Southern roundhouse.

air of finality. "Tell us about 'em, Bob," urged a greasy wiper, to whom the engineer repesented the acme of attainment, and who apotheosized the men who drove the iron nonsters that he merely cleaned.

"Ghest once saved my life," volunteered Bob, shifting his quid. "Fact. It was some years ago, when I was en the run to Atlanta. The night was black, and the rain just pouring down in buckets. I was running behind time, and when I got o a bit of road that I thought would be all right I let her out for all she was

lenly the white thing dashed onto the track

"I almost fell to the floor, I was so

juice across the glistening rails with an ing her arms, and I heard her voice cry 'For God's sake, Bob, stop!' "

> wiper, breathlessly. "You bet I stopped. And right before

me, within less than fifty feet, there was and stoically awaited the summens, which three or four men it wound up its career a washout that would have sent the whole indeed came as he had anticipated. trainload of people into eternity. But the ghost of my wife saved me and

Such is the superstition of trainmen. It makes no difference what the materialists may argue to prove the non-existence of ghosts, engineers cling to the belief that it portends danger to see an object, so described, on the track ahead of their trains. A will-o'-the-wisp is wiper. "Ain't she a beaut?" "We must have been doing at least similarly an unlucky omen, and a cat hought it might te only a freak of my disaster. It usually means disaster-to ancy, until I saw it running along with the cat. Black cats are an especial avertient. Then I thought it must be a cloud, but a creepy chill went up my spine. Sud
disaster. It usually means disaster—to disaster—to disaster. It usually means disaster—to disaster—to disaster—to disaster—to disaster. It usually means disaster—to disast out a creepy chill went up my spine. Sud- chill to see such an animal cross the

HOSTS: ejaculated the griz-that engineer as he seated wife, sure as I am sitting here. Ight saw my wife. Yes, sir, saw my frequently dances along the steel track bered it thirteen. First, he had trouble to that during all of this long period his dread him so much that they refuse to the seated wife, sure as I am sitting here.

A story is told of an old engineer of

Friday and Number 13.

Bob bit off another chew from a co- ready for the road again it was given a pious plug. A hiss of steam sounded behind, a bell rang and from the round- could be imagined." ed metal.

"That's the new un'," observed the

rod. It is a superstitution among many of them when ordered to take her out the plunge and amid the roar from the fortune. himself on a pile of ties at the Southern roundhouse.

"You be: I believe in 'em."

engineers that this freak of lightning carquit the road before they'd defy fate. burning, crumpled beams and splintered the road before they'd defy fate. burning, crumpled beams and splintered badly scared. I wanted to stop the train ries a necrological message, and they But the hard-headed master mechanic wood be found himself floating on the rabbit's foot. To be most effective the of the trainment contribute to the exciterable, or such as the road before they'd defy fate. burning, crumpled beams and splintered badly scared. I wanted to stop the train ries a necrological message, and they But the hard-headed master mechanic wood be found himself floating on the rabbit's foot. To be most effective the of the trainment contribute to the exciterable, or such as the road before they'd defy fate. burning, crumpled beams and splintered badly scared. I wanted to stop the train ries a necrological message, and they But the hard-headed master mechanic wood be found himself floating on the rabbit's foot. To be most effective the of the trainment contribute to the exciterable, or such as the road before they'd defy fate. burning, crumpled beams and splintered badly scared. I wanted to stop the train ries a necrological message, and they But the hard-headed master mechanic wood be found himself floating on the rabbit's foot. To be most effective the of the trainment contribute to the exciterable to the stop of And he squirted a stream of tobacco slow down a bit. Then I saw her way- flashes take, the year in which they are not even allow a lucky broomstick or For his salvation he gave credit to a in a graveyard and killed in the dark of doomed to die horseshoe to be carried on the first trip, queer fetich that he carried in his pocket, the moon. It always is carried in the left-"But the cards were stacked against It was a scrap of an old mail sack, frayed hand breast pocket. A general superstithe Southern railway who saw his warn- him. A hoodoo hung over No. 13 from and faded, and which he had saved from tion among brakemen is that it is un-"And you stopped?" interrupted the ing number soon after he took charge of the start. Accident followed accident. It a wreck of former years. Three times his first engine. Years afterward, when would 'lay down' unexpectedly on the has he been in wrecks since then, he says, the stated time arrived, he resigned his easiest grades, and it was as balky as and in each instance he has escaped seposition, put his worldly affairs in order the ugliest mule. After it had killed rious injury, by jumping into the James river. It was

hauled out of the water finally and was

reconstructed in the shops. When it was

house there emerged a huge locomotive, Your railroad man, despite his essential invariably is a fatalist, and, aside from pleading illness, and returned to his home. train, as the train rounds a curve, also is rider had to dismount here and whistle a resplendent in shining paint and burnish- common sense in other respects, almost the professional gambler and the sailor. An hour later the train on which he had avoided, as it is thought to invite an ac- tune, the lady writing its name down on is the most superstitious man in the been working was wrecked. world. To the railroad man death is There are few, if any, departments in while the train is in motion. "The new one!" gasped Bob. "Why, commonplace; accident and injury all in this—this is Friday!" And his cheeks a day's work and in the line of duty. Conseventy miles an hour, when, out of the crossing the track ahead of an engine in this—this is Friday. And his cheeks a day's work and his the first one in with a correct answer tempt of death is bred by familiarity and country whose members are not gov-prevalence, but it is especially marked. The first one in with a correct answer the never-ending risk of life and limb. There is in the minds of trainmen, with whore rests won the event. engine is going to come to an untimely Only a few months ago a train plunged many a conductor who never starts on a the firm conviction that, will one is killed "As steward, I was leputized before many a conductor who never starts on a train plunged many a conductor who never starts on a train pl

Went Back After Rag.

Once, in hurriedly changing his clothes before going to work, this clerk said he easiness until he alights.

Tacks, and in the glare of the head- During a thunder storm the lightning out on the rails, and for spite he num- them, escaped almost without a schatch. It is remarkable trouble among his fellows, many of whom son.

lucky for a woman to enter a train first. From the eleveland Leader, tion of disaster. It also is an omen of mit Roosevelt, the President's son, bad fortune for a cripple or a huncaback to enter a train first, and a one-armed

new christening and a new number, and forgot the mystic piece of mail sack. He The careless tolling of the engine bell race in which the contestants had to ride its conduct afterward was as docile as discovered his forgetfulness when a few by the fireman is dreaded especially by a given distance to a certain spot, where miles out on his run, and, fearing to pro-ceed, he alighted at the next station, cident. An omen of death likewise is seen the paper. She then had to seal it up in if the headlight of the engine goes out the envelope and hand it to the rider, who

lucky, and he scoffed, too, at thirteen.

tions. These two were killed instantly southern was for indirection to the way after the accident. A left-and horribly mangled, but the veteran years has worn a red rose every morning, three days after the accident. A left-and horribly mangled, but the veteran years has worn a red rose every morning. "Well, one Friday he sent a new engine clerk, who stood but a few feet from in season and out of season, as a protec- handed engineer has his own share of Works But Father," said the President's

These and many other superstitions, engineers that this freak of lightning car- quit the road before they'd defy fate. burning, crumpled beams and splintered Porters often depend on the mystic while they must add to the mental unrest

## The Tune Kermit Whistled.

at the beginning of a trip, and many will Mr. W. W. Miller, a well known lawyer resort to some ruse to prevent this invita- of Philadelphia, tells an anecdote of Ker-

"I was acting as steward," says Mr. man aboard is viewed with fear and un- Miller, "in some gymkhana races at Oyster Bay, and one of the events was a remounted and finished the race, deliv-

"Tm going to whistle, "Everybody